## A new approach to addressing complex and controversial dilemmas

### Collaborative Governance is:

a way of working with diverse stakeholders to co-create enduring solutions to our most complex issues, problems and dilemmas.

## Elements of the Twyfords approach:

- Appreciative mindsets
- Shared learning
- Sophisticated conversations
- · Thoughtful deliberation







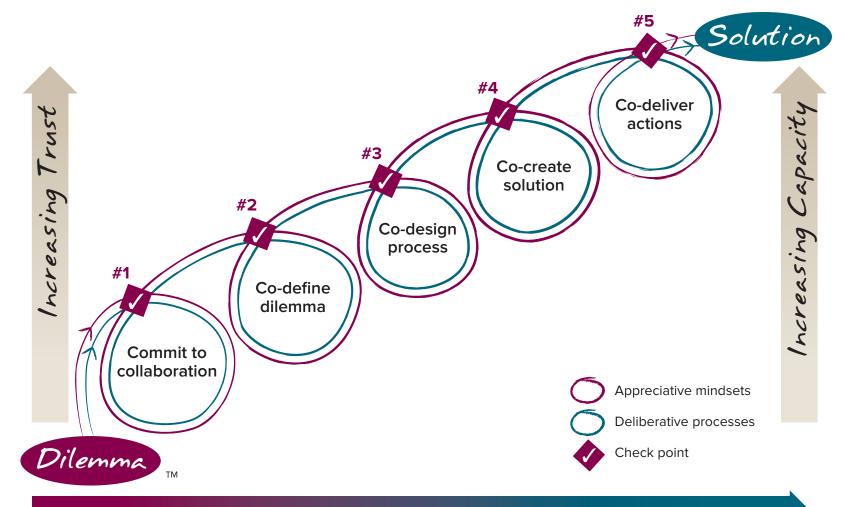


Stuart Waters





## Collaborative Governance



Build readiness • Build relationships • Build capability

APPRECIATIVE + DELIBERATIVE PROCESSES **ENDURING SOLUTIONS** 

## Collaborative Governance

## The Steps:

# Commit to collaboration

## This step involves the organisation:

- Exploring the prevailing mindset
- Illuminating existing strengths and opportunities
- Committing to collaboration

Check point #1
Is the organisation willing to sign a statement of collaborative intent?

# Co-define dilemma

## This involves the organisation:

- Identifying stakeholders
- Scoping the dilemma, issue or problem together
- Describing success from all the diverse stakeholder perspectives

Check point #2

Do all stakeholders agree on a definition of the dilemma and what matters about the solution?

# Co-design process

### This involves all internal and external stakeholders:

- Sharing process options
- Considering context and resources
- Co-designing governance structure and engagement process



Is there an agreed design for the decision-making structure and process (governance)?

# Co-create solutions

# This step involves all internal and external stakeholders:

- Exploring options
- Evaluating impacts
- Deliberating decisions

Check point #4
Is there consensus
on a solution?

# Co-deliver actions

# This step involves all internal and external stakeholders:

- Determining governance structure
- Agreeing stakeholder roles, responsibilities and accountabilities
- Establishing a monitoring and evaluation framework



Will each stakeholder sign up to their role in delivering the agreed solution?

## Our values:

TWYFORDS

- We go into the fire with our clients.
- We believe in people and their ability to create enduring solutions together.
- We offer a principled, systematic and practical approach to collaborative governance design.
- We initiate conversations that build connections, encourage learning and deliberation and support positive change.
- We ensure everyone gets smarter as a result of our work together.

For information, conversations and assistance:

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## Conversations → relationships → transactions

## The long term benefits of collaborative governance

come from the trust, positive relationships and new knowledge created within your organisation and among stakeholder groups and communities of interest. Trustful relationships, once established, allow workable governance structures to be established, actions planned and implemented quickly and solutions delivered efficiently.

### What people are saying about Collaborative Governance:

Ultimately, the benefit of collaborative governance is to improve policy and service delivery for citizens - Dept of Premier and Cabinet, Tasmania

Collaboration is this era's source of hope. The language of dialogue, participation and consensus increasingly underpins today's vision of social organisation.

Simon Zadek – Senior Fellow at JFK School of Government. Harvard University.

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